

City of Kingston
Four Year Financial Plan, Fiscal Years
Major Fund Summary

2009-2012

					Estimated	Budget			
	2004	2005	2006	2007	2008	2009	2010	2011	2012
General Fund									
Revenues	\$30,060,795	\$30,770,994	\$32,648,488	\$33,377,224	\$34,688,874	\$35,508,308	\$37,075,805	\$38,514,632	\$40,043,098
Expenditures by Object	\$29,145,224	\$31,449,715	\$32,002,981	\$33,558,338	\$35,448,083	\$35,788,308	\$36,987,288	\$38,365,441	\$39,763,466
Surplus (Deficit)	\$915,571	(\$678,721)	\$645,507	(\$181,114)	(\$759,209)	(\$280,000)	\$88,517	\$149,191	\$279,632
Unreserved Fund Balance	\$3,583,373	\$3,016,234	\$3,849,311	\$3,810,265	\$2,994,623	\$2,714,623	\$2,803,140	\$2,952,331	\$3,231,963
Water Fund									
Revenues	\$3,091,708	\$3,080,447	\$3,455,969	\$3,343,569	\$3,430,600	\$3,442,800	\$3,647,635	\$3,823,232	\$4,007,608
Expenditures	\$2,881,153	\$2,944,316	\$3,200,526	\$3,284,149	\$3,396,452	\$3,442,800	\$3,609,899	\$3,743,407	\$3,848,976
Surplus (Deficit)	\$210,555	\$136,131	\$255,443	\$59,420	\$34,148	\$0	\$37,736	\$79,825	\$158,632
Unreserved Fund Balance	\$3,857,619	\$3,993,749	\$4,249,192	\$4,308,612	\$4,342,760	\$4,342,760	\$4,380,496	\$4,460,321	\$4,618,952
Sewer Fund									
Revenues	\$2,973,023	\$3,563,184	\$3,996,091	\$3,922,496	\$4,029,847	\$4,356,898	\$4,668,780	\$4,899,719	\$5,142,205
Expenditures	\$3,095,138	\$3,544,817	\$3,597,487	\$3,909,500	\$3,635,956	\$4,356,898	\$4,660,734	\$4,817,874	\$5,031,386
Surplus (Deficit)	(\$122,115)	\$18,367	\$398,604	\$12,996	\$393,891	\$0	\$8,046	\$81,845	\$110,819
Unreserved Fund Balance	(\$109,915)	(\$182,954)	\$97,029	\$154,840	\$545,929	\$545,929	\$553,975	\$635,820	\$746,639
All Major Funds									
Revenues	\$36,125,526	\$37,414,625	\$40,100,548	\$40,643,289	\$42,149,321	\$43,308,006	\$45,392,220	\$47,237,583	\$49,192,911
Expenditures	\$35,121,515	\$37,938,848	\$38,800,994	\$40,751,987	\$42,480,491	\$43,588,006	\$45,257,921	\$46,926,722	\$48,643,828
Surplus (Deficit)	\$1,004,011	(\$524,223)	\$1,299,554	(\$108,698)	(\$331,170)	(\$280,000)	\$134,298	\$310,860	\$549,083

City of Kingston
Four Year Financial Plan, Fiscal Years
Property Tax Worksheet

2009-2012

	Actual				Estimated	Budget	Projected			Avg Ann Increase 2004 - present	Assumptions				
	2004	2005	2006	2007			2010	2011	2012		2009	2010	2011	2012	Description
Levy and Assessed Value / Rate															
Levy*	12,028,462	12,865,140	13,588,979	14,189,341	14,639,146	15,128,229	15,884,640	16,678,872	17,512,816	5%	5%	5%	5%	5%	
Assessed Value of Taxable Property*	352,584,915	352,712,905	359,407,271	364,378,881	365,038,247	1,926,857,874	1,946,126,453	1,965,587,717	1,985,243,594	1%	1%	1%	1%	1%	
Tax Rate per \$1,000 of Assessed Value*	34.11	36.47	37.81	38.94	40.10	7.85	8.16	8.49	8.82	4%	Calculated per Tax Levy and AV				
Full Value and FV Rate															
Equalization Rate (available from ORPS)	36.00	32.50	27.67	23.47	20.82	100.00	100.00	100.00	100.00	-13%	-	-	-	-	The City underwent a full revaluation of property in FY 2008
Full Market Value of Taxable Property (000's)*	979,402,542	1,085,270,477	1,298,905,931	1,552,530,383	1,753,305,701	1,926,857,874	1,946,126,453	1,965,587,717	1,985,243,594	16%					
Tax Rate per \$1000 of Full Value*	12.28	11.85	10.46	9.14	8.35	7.85	8.16	8.49	8.82	-9%	Calculated per Tax Levy and AV				
Tax Limit															
Property Tax Limit	16,281,206	17,782,492	20,043,800	23,149,899	26,677,660	30,467,481	33,910,905	36,577,633	38,308,485	13%	-	-	-	-	Based on calculation (CTL=2% of full value 5-yr rolling avg)
Exclusions to Tax Limit	3,110,804	2,485,381	2,017,092	1,827,182	2,117,720	1,954,309	1,950,000	1,950,000	1,950,000	-9%	Hold at 2009 amount				
Tax Levy Subject to Limit	8,917,658	10,379,759	11,571,887	12,362,159	12,521,426	13,173,920	13,934,640	14,728,872	15,562,816	9%	-	-	-	-	Calculated from levy minus exclusions

Impact of Local Actions on Fund Balances - All Major Funds									
Changes not already assumed in projections	---	---	---	---	---	69,332	126,825	93,827	69,332
Surplus (Deficit)	1,004,011	(524,223)	1,299,554	(108,698)	(331,170)	(280,000)	134,298	310,860	549,083
Surplus / (Deficit) After Local Actions	---	---	---	---	---	(210,668)	261,123	404,687	618,415
Unreserved Fund Balance	7,331,077	6,827,029	8,195,532	8,273,717	7,883,312	7,603,312	7,737,610	8,048,471	8,597,554
Unreserved Fund Balance After Local Actions	---	---	---	---	---	7,672,644	7,864,435	8,142,298	8,666,886
Target Unreserved Fund Balance	---	---	---	---	---	4,358,801	4,525,792	4,692,672	4,864,383
Percent Levy Increase Necessary to Maintain Balance	---	---	---	---	---	#VALUE!	-110.8%	-271.1%	-611.3%
Percent Levy Increase Necessary to Maintain Balance After Local Actions	---	---	---	---	---	#VALUE!	-476.6%	-419.1%	-759.1%

City of Kingston
Four Year Financial Plan, Fiscal Years 2009-2012
General Fund Revenues

										Avg Ann Increase						
	Actual				Estimated	Budget	Projected				2004 - present	Assumptions				
	2004	2005	2006	2007	2008	2009	2010	2011	2012		2009	2010	2011	2012	Description	
Revenues																
Real Property Taxes*	\$12,076,283	\$12,694,143	\$13,667,818	\$13,626,083	\$14,658,115	15,128,229	16,489,770	17,314,258	18,179,971	5%	3.2%	9.0%	5.0%	5.0%	2010 inc due to subsidized rate in 09	
Real Property Tax Items	670,392	842,722	696,433	1,057,230	750,818	718,000	739,540	761,726	784,578	3%	-4.4%	3.0%	3.0%	3.0%		
Sales and Use Tax*	10,525,114	10,932,002	11,200,773	11,172,760	11,400,000	11,400,000	11,400,000	11,628,000	11,860,560	2%	0.0%		2.0%	2.0%	Hold 2010 at est 2008	
Other Non-Prop Taxes*	606,369	649,386	674,892	702,733	710,415	700,000	728,000	757,120	787,405	4%	-1.5%	4.0%	4.0%	4.0%		
Departmental Income	656,836	1,040,583	1,119,279	1,253,815	1,775,683	1,933,509	2,184,865	2,468,898	2,789,854	28%	8.9%	13.0%	13.0%	13.0%		
Other Local Revenue	1,421,289	929,123	1,035,225	1,021,959	907,097	1,108,058	1,100,000	1,100,000	1,100,000	-11%					Hold at 2009 budget level	
State Aid - AIM		2,324,191	2,779,995	3,044,095	3,333,284	3,333,284	3,333,284	3,333,284	3,333,284	N/A					Hold at est 2008	
State Aid - Mortgage Tax	798,972	852,383	884,103	722,909	500,000	510,000	510,000	561,000	617,100	-11%	2.0%		10.0%	10.0%	Hold at approx 30% red. from 07	
State Aid - Other	2,529,555	374,952	432,294	571,012	463,862	390,346	390,346	390,346	390,346	-35%					Hold at 2009 budget level	
Federal Aid	775,985	131,509	151,176	204,628	189,600	286,882	200,000	200,000	200,000	-30%					Hold at 2007 actual	
Interfund Transfers			6,500			0	0	0	0	N/A						
Total Revenues*	\$30,060,795	\$30,770,994	\$32,648,488	\$33,377,224	\$34,688,874	\$35,508,308	\$37,075,805	\$38,514,632	\$40,043,098	4%	2%	4%	4%	4%		
Nonrecurring Revenues Included in Revenue, Above (List):* NOTE: If none, please enter "NONE" below.																
	NONE	NONE	NONE	NONE	NONE											
Nonrecurring Revenues*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0							
Recurring Revenues	\$30,060,795	\$30,770,994	\$32,648,488	\$33,377,224	\$34,688,874	\$35,508,308	\$37,075,805	\$38,514,632	\$40,043,098							

* Required by AIM legislation.

City of Kingston
Four Year Financial Plan, Fiscal Years 2009-2012
General Fund Expenditures

	Actual				Estimated	Budget	Projected				Avg Ann Increase 2004 - present	Assumptions				
	2004	2005	2006	2007	2008	2009	2010	2011	2012		2009	2010	2011	2012	Description	
Expenditures by Object																
Personal Services*	\$13,881,078	\$15,038,937	\$15,802,472	\$16,301,389	\$17,096,464	\$16,812,486	\$17,148,736	\$17,663,198	\$18,193,094	5%	-1.7%	2.0%	3.0%	3.0%		
Equipment and Capital Outlay*	856,503	318,338	405,386	399,181	222,887	197,651	225,000	300,000	375,000	-29%						
Contractual*	5,410,119	5,925,520	5,730,302	6,369,264	6,148,090	6,381,971	6,589,385	6,803,540	7,024,655	3%	3.8%	3.3%	3.3%	3.3%		
Debt Service (Principal and Interest)*	593,331	700,483	242,068	146,967	564,317	527,609	710,854	730,179	738,549	-1%	---	---	---	---	Capital plan, inst purch debt and BANS	
Employee Benefits*	7,185,856	8,201,105	8,540,921	8,950,428	10,007,087	10,499,177	11,024,136	11,575,343	12,154,110	9%	4.9%	5.0%	5.0%	5.0%	Insurance options uder evaluation	
Interfund Transfers to debt service fund*	1,148,553	1,186,684	1,227,263	1,337,209	1,364,738	1,321,464	1,241,227	1,245,232	1,230,108	4%					Actual per LT Debt Schedule	
Interfund Transfers to other funds	34,500	34,500	34,500	34,500	44,500	47,950	47,950	47,950	47,950	7%					Hold at 2009 budget level	
Misc. difference	5	1,195	4,537			0	0	0	0	-100%						
Add T & A (NYS report) Contra	35,279	42,953				0	0	0	0	-100%						
T & A Adjustment per audit			15,532	19,400		0	0	0	0	N/A						
Total Expenditures (by Object)*	\$29,145,224	\$31,449,715	\$32,002,981	\$33,558,338	\$35,448,083	\$35,788,308	\$36,987,288	\$38,365,441	\$39,763,466	5%	1%	3%	4%	4%		
Expenditures by Function																
General Governmental Support	\$4,321,707	\$4,389,807	\$4,661,531	\$4,357,183	\$4,706,542	\$5,170,463	\$5,222,168	\$5,274,389	\$5,353,505	2%	9.9%	1.0%	1.0%	1.5%		
Public Safety	13,089,370	14,805,954	15,469,274	16,408,919	17,075,847	17,457,646	18,155,952	18,927,580	19,732,002	7%	2.2%	4.0%	4.3%	4.3%		
Health	92,609	97,621	99,652	108,698	108,609	120,529	121,734	123,560	125,414	4%	11.0%	1.0%	1.5%	1.5%		
Transportation	2,033,324	2,454,887	2,269,502	2,820,551	2,809,239	2,647,269	2,779,632	2,932,512	3,093,800	8%	-5.8%	5.0%	5.5%	5.5%		
Economic Opp & Developmt	211,554	227,112	209,659	226,354	195,779	208,721	210,000	210,000	210,000	-2%					Hold at approx. 2009 budget level	
Culture and Recreation	1,875,501	2,086,922	2,222,334	2,263,705	2,294,861	1,985,136	2,024,839	2,095,708	2,169,058	5%	-13.5%	2.0%	3.5%	3.5%		
Home and Community Services	3,314,456	3,526,462	3,700,698	3,865,458	4,120,867	3,925,128	4,042,882	4,224,812	4,414,928	6%	-4.7%	3.0%	4.5%	4.5%		
Employee Benefits / Fringes	1,573,814	1,682,376	1,666,317	1,758,504	2,162,786	2,376,393	2,447,685	2,557,831	2,672,933	8%	9.9%	3.0%	4.5%	4.5%		
Debt Service (Principal and Interest)	593,331	700,483	242,068	146,967	564,317	527,609	710,854	730,179	738,549	-1%	---	---	---	---	Capital plan, inst purch debt and BANS	
Interfund Transfers to debt service fund	1,148,553	1,186,684	1,227,263	1,337,209	1,364,738	1,321,464	1,241,227	1,245,232	1,230,108	4%					Actual per LT Debt Schedule	
Interfund Transfers to other funds	34,500	34,500	34,500	34,500	44,500	47,950	47,950	47,950	47,950	7%					Hold at 2009 budget level	
Other	856,504	256,907	200,183	230,290	0	0	0	0	0	-35%						
Total Expenditures (by Function)	29,145,223	31,449,715	32,002,981	33,558,338	35,448,085	\$35,788,308	\$37,004,923	\$38,369,752	\$39,788,247	5%	1%	3%	4%	4%		
Object and Function <u>may not match in outyears, but should be close.</u>	\$1	\$0	\$0	\$0	-\$2	\$0	-\$17,635	-\$4,311	-\$24,781							

* Required by AIM legislation.

City of Kingston
Four Year Financial Plan, Fiscal Years
General Fund Surplus (Deficit), Reserves, and Impact of Local Actions

2009-2012

	Actual				Estimated	Budget	Projected		
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Surplus (Deficit)	\$915,571	(\$678,721)	\$645,507	(\$181,114)	(\$759,209)	(\$280,000)	\$88,517	\$149,191	\$279,632
Budgetary Reserves*									
Fund Equity, Beg. of Year	\$4,752,587	\$5,668,160	\$4,989,439	\$5,634,946	\$5,453,832	\$4,694,623	\$4,414,623	\$4,503,140	\$4,652,331
Fund Equity, End of Year	5,668,160	4,989,439	5,634,946	5,453,832	4,694,623	4,414,623	4,503,140	4,652,331	4,931,963
Reserved Fund Balance - Capital									
Reserved Fund Balance - Other (please specify) see below	2,084,797	1,973,205	1,785,635	1,643,567	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Unreserved Fund Balance - Appropriated	\$600,000	800,000	0	0		280,000			
Unreserved Fund Balance - Unappropriated*	\$2,983,373	\$2,216,234	\$3,849,311	\$3,810,265	2,994,623	\$2,714,623	\$2,803,140	\$2,952,331	\$3,231,963

* Required by AIM legislation.

SUMMARY					
Reserved Fund Balance - Other					
Encumbrances	145,664	109,123	78,090	88,432	
Reserve for recreation			52,000	60,192	
Judgement and claims	253,069	253,069	293,069	318,069	
Noncurrent receivables	180,000	270,000	240,000	210,000	
School tax liens	771,579	827,814	666,933		
Prepaid expenses	654,848	442,435	389,526	736,719	
Special projects	79,627	70,764	66,017	70,155	
Waterfront				160,000	
(subtotal)	2,084,787	1,973,205	1,785,635	1,643,567	

City of Kingston
Four Year Financial Plan, Fiscal Years 2009-2012
Water Fund

	Actual				Estimated	Budget	Projected			Avg Ann Increase 2004 - present	Assumptions					Description
	2004	2005	2006	2007	2008	2009	2010	2011	2012		2009	2010	2011	2012		
Revenues																
Real Property Tax and Tax Items*	\$0	\$0	\$0	\$0	\$33,511	\$30,700	\$30,700	\$30,700	\$30,700	N/A						Hold at 2008 Nos. no trend avail.
Home and Community Services	2,677,694	2,888,148	3,261,259	3,127,944	3,311,117	3,344,700	3,511,935	3,687,532	3,871,908	5%	1.0%	5.0%	5.0%	5.0%		
Other (Permits, Fines, Sales, Misc.)	391,750	167,845	162,453	179,915	64,429	47,400	80,000	80,000	80,000	-36%						Hold at historical norm.
Interfund Transfers	22,264	24,454	32,257	35,710	21,543	20,000	25,000	25,000	25,000	-1%						Hold at historical norm.
Total Revenues*	\$3,091,708	\$3,080,447	\$3,455,969	\$3,343,569	\$3,430,600	\$3,442,800	\$3,647,635	\$3,823,232	\$4,007,608	3%	0.4%	5.9%	4.8%	4.8%		
Expenditures																
Personal Services*	\$1,237,724	\$1,207,037	\$1,252,580	\$1,300,716	\$1,334,785	\$1,366,500	\$1,393,830	\$1,421,707	\$1,450,141	2%	2.4%	2.0%	2.0%	2.0%		
Equipment and Capital Outlay*	102,008	90,230	77,201	185,016	121,682	65,700	68,985	72,434	76,056	5%	-46.0%	5.0%	5.0%	5.0%		
Contractual*	782,812	811,409	834,544	765,236	851,623	886,800	904,536	922,627	941,079	2%	4.1%	2.0%	2.0%	2.0%		
Debt Service (Principal and Interest)*	236,891	230,372	415,891	417,593	413,823	460,400	532,710	567,113	569,007	15%						LT Debt, Inst Purch and Capital Plan
Employee Benefits*	521,718	605,268	620,310	615,588	674,539	663,400	709,838	759,527	812,694	7%	-1.7%	7.0%	7.0%	7.0%		
Interfund Transfers to debt service fund*	0	0	0			0	0	0	0	N/A						
Interfund Transfers to other funds	0	0	0			0	0	0	0	N/A						
Total Expenditures*	\$2,881,153	\$2,944,316	\$3,200,526	\$3,284,149	\$3,396,452	\$3,442,800	\$3,609,899	\$3,743,407	\$3,848,976	4%	1%	5%	4%	3%		
Surplus (Deficit)	\$210,555	\$136,131	\$255,443	\$59,420	\$34,148	\$0	\$37,736	\$79,825	\$158,632							
Budgetary Reserves																
Fund Equity, Beg. of Year	3,647,063	\$3,857,619	\$3,993,749	\$4,249,192	4,308,612	\$4,342,760	\$4,342,760	\$4,380,496	\$4,460,321							
Fund Equity, End of Year	3,857,619	3,993,749	4,249,192	4,308,612	4,342,760	4,342,760	4,380,496	4,460,321	4,618,952							
Reserved Fund Balance - Capital*																
Reserved Fund Balance - Other (please specify)*																
Unreserved Fund Balance - Appropriated*																
Unreserved Fund Balance - Unappropriated*	\$3,857,619	\$3,993,749	\$4,249,192	\$4,308,612	4,342,760	\$4,342,760	\$4,380,496	\$4,460,321	\$4,618,952							

City of Kingston
Four Year Financial Plan, Fiscal Years
Sewer Fund

2009-2012

	Actual				Estimated	Budget		Projected		Avg Ann Increase 2001- present	Assumptions				Description
	2004	2005	2006	2007		2009	2010	2011	2012		2009	2010	2011	2012	
Revenues															
Real property tax and tax items*	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0	N/A					
Departmental Income	2,971,054	3,560,876	3,990,076	3,873,307	3,967,457	4,276,648	4,618,780	4,849,719	5,092,205	7%	7.8%	8.0%	5.0%	5.0%	
Misc. (use of money, sales, interfund revs., etc.)	1,969	2,308	6,015	49,189	62,390	80,250	50,000	50,000	50,000	137%	Hold at 2007 actual				
Interfund Transfers						0	0	0	0	N/A					
Total Revenues*	\$2,973,023	\$3,563,184	\$3,996,091	\$3,922,496	\$4,029,847	\$4,356,898	\$4,668,780	\$4,899,719	\$5,142,205	8%					
Expenditures															
Personal Services*	\$1,027,978	\$1,045,786	\$1,048,961	\$1,151,003	\$1,216,603	\$1,292,807	\$1,318,663	\$1,358,223	\$1,398,970	4%	6.3%	2.0%	3.0%	3.0%	
Equipment and Capital Outlay*	147,200	162,900	125,037	119,696	284,975	97,823	109,562	122,709	137,434	18%	-65.7%	12.0%	12.0%	12.0%	
Contractual*	939,551	1,051,650	1,127,449	1,226,874	1,320,317	1,497,050	1,601,844	1,713,973	1,833,951	9%	13.4%	7.0%	7.0%	7.0%	
Debt Service (Principal and Interest)*	512,766	761,159	764,318	867,618	331,449	927,147	1,083,174	1,070,002	1,102,535	-10%	LT Debt, Inst Purch and Capital P				
Employee Benefits*	467,643	523,322	531,722	544,309	482,612	542,071	547,492	552,967	558,496	1%	12.3%	1.0%	1.0%	1.0%	
Interfund Transfers to debt service fund*						0	0	0	0	N/A					
Interfund Transfers to other funds						0	0	0	0	N/A					
Total Expenditures*	3,095,138	3,544,817	3,597,487	3,909,500	3,635,956	\$4,356,898	\$4,660,734	\$4,817,874	\$5,031,386	4%					
Surplus (Deficit)	(\$122,115)	\$18,367	\$398,604	\$12,996	\$393,891	\$0	\$8,046	\$81,845	\$110,819	N/A					
Budgetary Reserves															
Fund Equity, Beg. of Year	\$34,186	(\$87,929)	(\$69,562)	\$329,042	342,038	\$735,929	\$735,929	\$743,975	\$825,820						
Fund Equity, End of Year	(87,929)	(69,562)	329,042	342,038	735,929	735,929	743,975	825,820	936,639						
Reserved Fund Balance - Capital*															
Reserved Fund Balance - Other (Encumbrances)*	21,986	113,392	232,013	187,198	190,000	190,000	190,000	190,000	190,000						
Unreserved Fund Balance - Appropriated*															
Unreserved Fund Balance - Unappropriated*	(\$109,915)	(\$182,954)	\$97,029	\$154,840	545,929	\$545,929	\$553,975	\$635,820	\$746,639						

(Required for municipalities submitting fiscal performance plans)

[illegible]City of Kingston 2009 Fiscal Performance Plan FINAL 2/17/2009

City of Kingston
Four Year Financial Plan, Fiscal Years 2009-2012
Employment / Salary Negotiations

	Date of Contract	Length of Contract	Actual				Estimated	Budget	Projected		
			2004	2005	2006	2007	2008	2009	2010	2011	2012
Percentage Increases by Bargaining Unit											
Police	1/1/2005	3	2%	4%	4%	4%	3.25%	3.25%	3.25%	4.25%	4.25%
Fire	1/1/2008	4	3%	3%	3%	3%	3.25%	3.25%	3.25%	4.25%	4.25%
Civil	1/1/2006	2	3%	3%	3%	3%	3%	3%	3%	4%	4%
Other (Water)	1/1/2006	3	3.5%	3.5%	3%	3.25%	3.50%	3.50%	3.50%	3.50%	3.50%
Number of Employees											
Total*			557	527	527	527	520	440	440	440	440
Full-time			415	393	393	395	380	355	345	345	345
Part-time			39	37	37	35	40	25	20	20	20
Seasonal			103	97	97	97	100	60	50	50	50
Full-time equivalents (FTEs)			460	435	435	436	425	395	368	368	368

* Required by AIM legislation.

Fiscal Accountability Report

(Required for municipalities submitting fiscal performance plans)

Instructions: Beginning in FY 2009, this spreadsheet may be used to supplement the FAR narrative (template available on the Comptroller's website, www.osc.state.ny.us/localgov). Please list local actions that contributed to the city's fiscal stability in the prior year as well as any investments made in that year with increased AIM funding. (AIM increases may be used to minimize service reductions, invest in technology or economic development, or to minimize property taxes.)

	2008				AIM \$\$ Used to Fund Action*	Action Falls into Following Category:			
	Performance Measure		(Cost)/Benefit			Mgt. Imp.	Op. Eff.	Shared Service	Other
	Anticipated	Realized	Anticipated	Realized					
Total AIM increase (starting with FY 2008)					\$289,189				
Reduce employee benefit costs									
Renegotiated police contract									
Increase employee contribution to healthcare insurance	80 plans	80 plans	36,000	34,354	0	X			
Renegotiated fire fighter Contract									
Increase employee contribution to healthcare insurance	67 plans	67 plans	28,100	25,512	0	X			
Explore opportunities to cut costs through shared services									
Exchange capital costs for labor costs w/ Ulster County.									
New fire truck-HAZMAT operations - County provides vehicle, City to staff	1 HAZMAT Vehicle	1 HAZMAT Vehicle	175,000	175,000	0			X	
County to reimburse City through 2017 portion of operating costs			15,000	15,000					
Leverage grant opportunities through joint applications									
Apply for shared SCADA system grant with Town of Ulster	3hrs/day	0 hrs/day	30,300	0				X	
	5 tel. com lines	0 tel. com lines							
	26 mi. trav	0 mi. trav							
Reduce water department operating expenses by exploring opportunities to provide services to surrounding communities.									
Explore opportunities to provide services to surrounding communities									
Additional water sales to Town of Ulster resulting from renegotiated contract	add'l water sales up to	add'l water sales up to							
	500,000 gal. per day	500,000 gal. per day	74,189	74,189	0		X		
Reduce sanitation costs									
Establish program to encourage recycling									
New hire for recycling program and grant writing	2% increase in recycling	4.5% increase in recycling	3,500	3,117	(15,000)		X		
	100 ton reduction to landfill	333 ton reduction to landfill	7,500	23,647					
	additional grants	1 additional grant	4,500	8,000					
Expand Property Tax Base (see Assessment Sheet)									
Economic Development (Note: FY 08 tax roll additions, tax \$ additions in FY 09)									X
Wilbur Ave. Senior Housing	expected completion	completed, added to tax roll	41,147	42,504					X
Barmann	expected completion	completed, added to tax roll	3,060	4,440					X
Smith Ave. - DEP Building	?	completed, added to tax roll in 09		8,278					X
Kingston Oaks Estates	expected completion	completed, added to tax roll in 09	3,188	4,900					X
Washington Ave. Medical Pavilion		completed, added to tax roll	0	39,928					X
Invest in new technologies to improve employee safty and reduce operating costs.									
Kingston Police Department purchase of 7 Tasers.	n/a	44 to 66 man-hours			(9,800)		X		
Reduce Property Tax Increases (remainder)					(\$264,389)				

* AIM increases may be used only for actions that: minimize property tax burden; support investments in technology that permanently reduce operating costs; or support economic revitalization.

City of Kingston
Four Year Financial Plan, Fiscal Yea
Long-Term Debt Schedules

2009-2012

Long-Term Debt Schedule

	WATER FUND						SEWER FUND						GENERAL FUND					
	<u>Bonded Debt</u>			<u>Installment Purchase Debt</u>			<u>Bonded Debt</u>			<u>Installment Purchase Debt</u>			<u>Bonded Debt</u>			<u>Installment Purchase Debt</u>		
	<u>Principal</u>	<u>Interest</u>	<u>P+I</u>	<u>Principal</u>	<u>Interest</u>	<u>P+I</u>	<u>Principal</u>	<u>Interest</u>	<u>P+I</u>	<u>Principal</u>	<u>Interest</u>	<u>P+I</u>	<u>Principal</u>	<u>Interest</u>	<u>P+I</u>	<u>Principal</u>	<u>Interest</u>	<u>P+I</u>
2009	318,000	144,388	462,388	28,336	5,390	33,726	578,750	181,217	759,967	170,286	100,310	270,596	978,250	337,214	1,315,464	93,673	58,893	152,566
2010	228,000	133,983	361,983	29,597	4,130	33,727	570,750	166,200	736,950	176,308	94,289	270,597	936,250	304,977	1,241,227	97,179	55,387	152,566
2011	238,000	126,386	364,386	30,914	2,813	33,727	580,750	150,946	731,696	175,842	88,055	263,897	971,250	273,982	1,245,232	100,819	51,747	152,566
2012	238,000	118,280	356,280	32,290	1,437	33,727	588,750	134,696	723,446	182,006	81,891	263,897	988,250	241,858	1,230,108	104,597	47,967	152,564
2013	243,000	109,744	352,744				587,750	117,489	705,239	188,386	75,510	263,896	999,250	208,647	1,207,897	108,520	44,045	152,565
2014	215,000	100,708	315,708				529,750	99,777	629,527	194,993	68,904	263,897	935,250	174,751	1,110,001	112,593	39,973	152,566
2015	216,000	92,450	308,450				189,750	83,675	273,425	201,833	62,064	263,897	939,250	142,878	1,082,128	116,821	35,745	152,566
2016	225,000	83,764	308,764				189,750	77,370	267,120	208,914	54,983	263,897	965,250	109,809	1,075,059	121,210	31,355	152,565
2017	230,000	74,611	304,611				219,750	70,337	290,087	216,246	47,652	263,898	965,250	75,895	1,041,145	125,766	26,798	152,564
2018	235,000	65,066	300,066				189,750	63,248	252,998	223,836	40,061	263,897	985,250	41,172	1,026,422	130,498	22,067	152,565
2019	175,000	56,316	231,316				189,750	56,774	246,524	231,696	32,201	263,897	230,250	17,560	247,810	135,412	17,154	152,566
2020	175,000	48,652	223,652				224,750	49,622	274,372	239,833	24,064	263,897	65,250	11,359	76,609	140,512	12,053	152,565
2021	185,000	40,660	225,660				224,750	41,666	266,416	225,185	15,638	240,823	65,250	8,504	73,754	97,289	6,756	104,045
2022	190,000	32,212	222,212				229,750	33,674	263,424	232,872	7,950	240,822	35,250	6,305	41,555	100,611	3,435	104,046
2023	195,000	23,393	218,393				234,750	25,536	260,286			0	35,250	4,763	40,013			
2024	200,000	14,240	214,240				238,750	17,160	255,910			0	31,250	3,308	34,558			
2025	205,000	4,785	209,785				135,000	8,859	143,859			0	30,000	1,968	31,968			
2026							135,000	2,953	137,953			0	30,000	656	30,656			
TOTALS	3,711,000	1,269,638	4,980,638	121,137	13,770	134,907	5,838,000	1,381,199	7,219,199	2,868,236	793,572	3,661,808	10,186,000	1,965,606	12,151,606	1,585,500	453,375	2,038,875

City of Kingston
Four Year Financial Plan, Fiscal Yea
Short-Term Debt Schedules

2009-2012

Short-Term Debt Schedule

<u>SEWER FUND</u>				<u>GENERAL FUND</u>		
<u>Bond Anticipation Notes</u>				<u>Bond Anticipation Notes</u>		
	<u>Principal</u>	<u>Interest</u>	<u>P+I</u>	<u>Principal</u>	<u>Interest</u>	<u>P+I</u>
2009	50,950	22,924	73,874	482,957	60,559	543,516
2010	50,950	24,677	75,627	482,957	75,331	558,288
2011	50,950	23,459	74,409	402,824	63,789	466,613
2012	50,950	22,242	73,192	353,824	54,161	407,985
TOTALS	203,800	93,302	297,102	1,722,562	253,840	1,976,402

City of Kingston
Four Year Financial Plan, Fiscal Years
Major New Capital Projects***

2009-2012

Projected Cost of Project					Project Life (years)	Interest Rate	Fund	Source of Financing
2009	2010	2011	2012					
Bonding Projects (add additional years of projects on separate lines):								
Refuse Packer	\$0	\$0	\$160,000	\$0	15	4.25%	GF	Tax Revenue
Traffic Electrician Bucket Truck	0	0	0	130,000	15	4.25%	GF	Tax Revenue
Roof on Welders Bay	0	0	50,000	0	10	4.00%	GF	Tax Revenue
Fire Dept Ladder Truck (used)	0	0	50,000	0	5	2.50%	GF	Tax Revenue
Patrol Cars	0	0	112,000	0	3	2.50%	GF	Tax Revenue
Fire Dept Roof Replacement - Central Fire Station	0	0	110,000	0	10	4.00%	GF	Tax Revenue
Fire Dept HVAC - Central Fire Station	0	0	0	185,000	10	4.00%	GF	Tax Revenue
Fire Dept - Engine 8	0	0	0	195,000	20	4.50%	GF	Tax Revenue
Dump Truck with Plow	0	0	0	0	10	4.00%	GF	Tax Revenue
Pay-As-You-Go Projects:								
Subtotal: Value of Projects Financed Through Bonding	\$0	\$0	\$482,000	\$510,000				
Subtotal: Pay-As-You-Go	\$0	\$0	\$0	\$0				
Total	\$0	\$0	\$482,000	\$510,000				
Debt Service Payments:	\$0	\$0	\$111,000	\$178,000				
Additional Pay-as-You-go Payments	\$0	\$0	\$0	\$0				
Total Additional Capital Payments	\$0	\$0	\$111,000	\$178,000				

*** This sheet is intended to generate rough, ballpark figures ONLY. Assumptions: All projects are tax exempt and NOT subject to a debt service reserve. OSC strongly recommends that you create a multiyear capital plan that is tailored to your own govern

City of Kingston
Four Year Financial Plan, Fiscal Years
Major New Capital Projects***

2009-2012

	Projected Cost of Project				Project Life (years)	Interest Rate	Fund	Source of Financing
	2009	2010	2011	2012				
Bonding Projects (add additional years of projects on separate lines):								
Sewer Camera	\$0	\$0	\$0	\$80,000	5	2.50%	SF	Sewer Fees
Dump Truck	0	0	0	150,000	15	4.25%	SF	Sewer Fees
Pay-As-You-Go Projects:								
Subtotal: Value of Projects Financed Through Bonding	\$0	\$0	\$0	\$230,000				
Subtotal: Pay-As-You-Go	\$0	\$0	\$0	\$0				
Total	\$0	\$0	\$0	\$230,000				
Debt Service Payments:	\$0	\$0	\$0	\$42,000				
Additional Pay-as-You-go Payments	\$0	\$0	\$0	\$0				
Total Additional Capital Payments	\$0	\$0	\$0	\$42,000				

*** This sheet is intended to generate rough, ballpark figures ONLY. Assumptions: All projects are tax exempt and NOT subject to a debt service reserve. OSC strongly recommends that you create a multiyear capital plan that is tailored to your own govern

City of Kingston
Four Year Financial Plan, Fiscal Years
Major New Capital Projects***

2009-2012

		Projected Cost of Project				Project Life (years)	Interest Rate	Fund	Source of Financing
		2009	2010	2011	2012				
Bonding Projects (add additional years of projects on separate lines):									
Phase 2B Improvements to Water Treatment Plant			124,382			20	2.50%	WF	Water Fees
Paint Glen Street Tank					400,000	20	2.50%	WF	Water Fees
Cover Binnewater Reservoir				320,000	662,000	20	2.50%	WF	Water Fees
Replace Wash Tank at Treatment Plant				489,200		20	2.50%	WF	Water Fees
Cooper Lake Dam Inspection				180,000		20	2.50%	WF	Water Fees
Paint Pearl Street Tank						20	2.50%	WF	Water Fees
Purchase Backhoe and Dump Truck						20	2.50%	WF	Water Fees
Pay-As-You-Go Projects:									
CT Compliance			20,000						
Time and Attendance Records Management System		21,000							
Meter Replacement Zone 4		12,000							
Upgrade to Radio Read Meters		32,000	45,000	45,000	45,000				
Generator Foxhall PS		10,000							
Install Tank SCADA System		100,000							
Cover Binnewater Reservoir		83,000							
Cooper Lake Dam Inspection		52,200							
Billing System Improvements					5,000				
Install Turbidity Monitoring Equip @ Binnewater					5,000				
Install Vehicle GPS System				7,200					
Subtotal: Value of Projects Financed Through Bonding		\$0	\$124,382	\$989,200	\$1,062,000				
Subtotal: Pay-As-You-Go		\$310,200	\$65,000	\$52,200	\$55,000				
Total		\$310,200	\$189,382	\$1,041,400	\$1,117,000				
Debt Service Payments:		\$14,000	\$137,000	\$169,000	\$179,000				
Additional Pay-as-You-go Payments		\$310,200	\$65,000	\$52,200	\$55,000				
Total Additional Capital Payments		\$324,200	\$202,000	\$221,200	\$234,000				

*** This sheet is intended to generate rough, ballpark figures ONLY. Assumptions: All projects are tax exempt and NOT subject to a debt service reserve. OSC strongly recommends that you create a multiyear capital plan that is tailored to your own govern

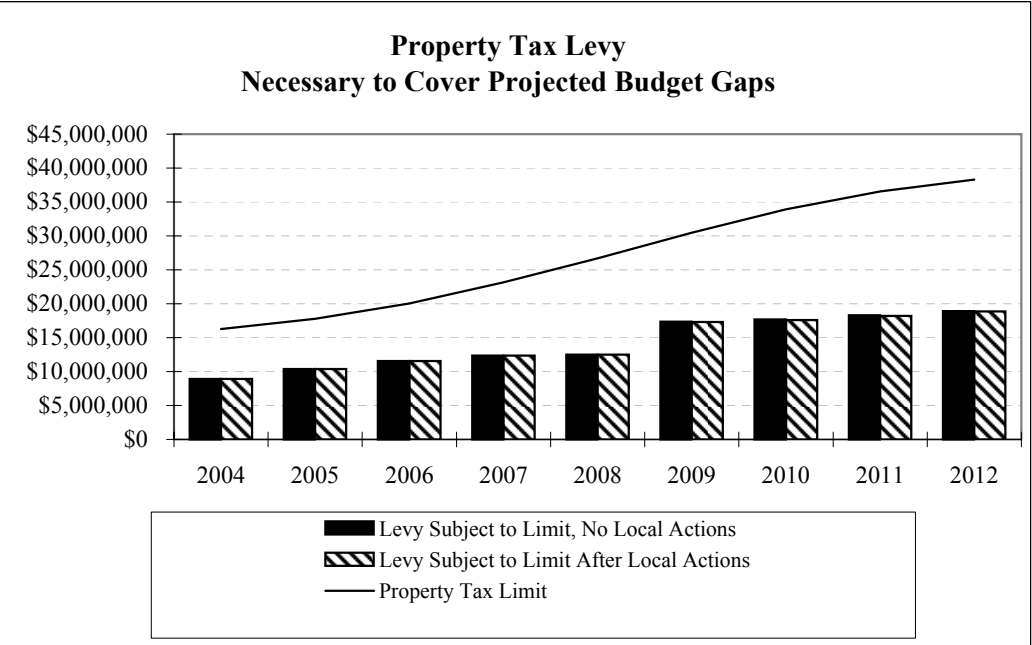
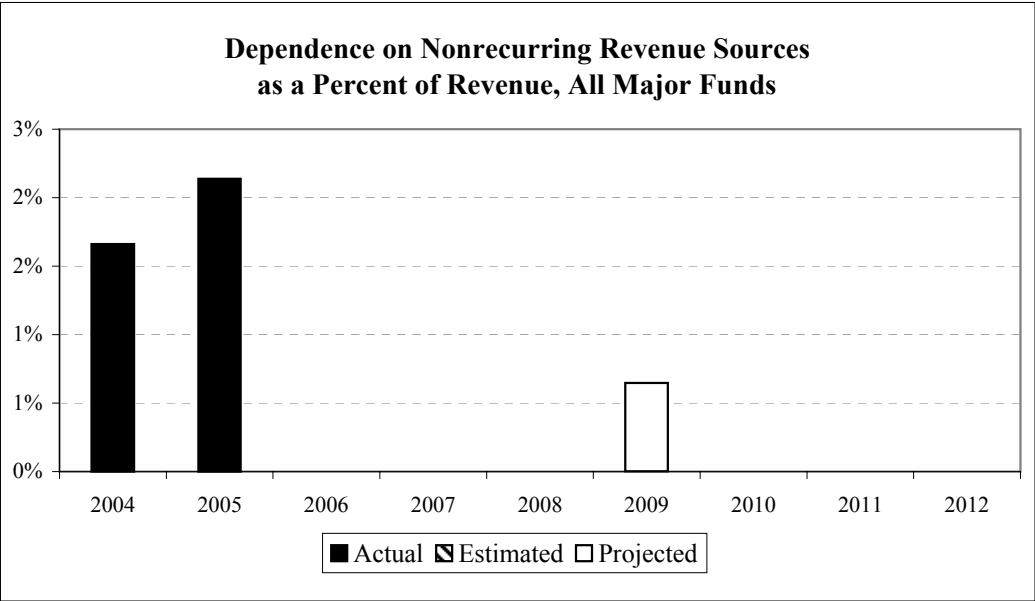
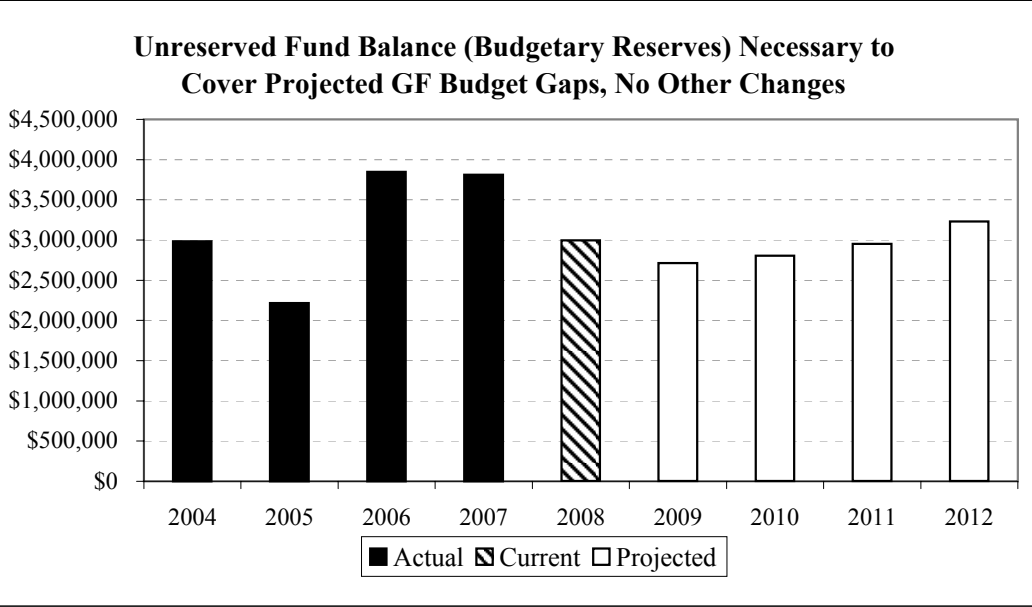
City of Kingston
Four Year Financial Plan, Fiscal Years
Major New Economic Developments

2009-2012

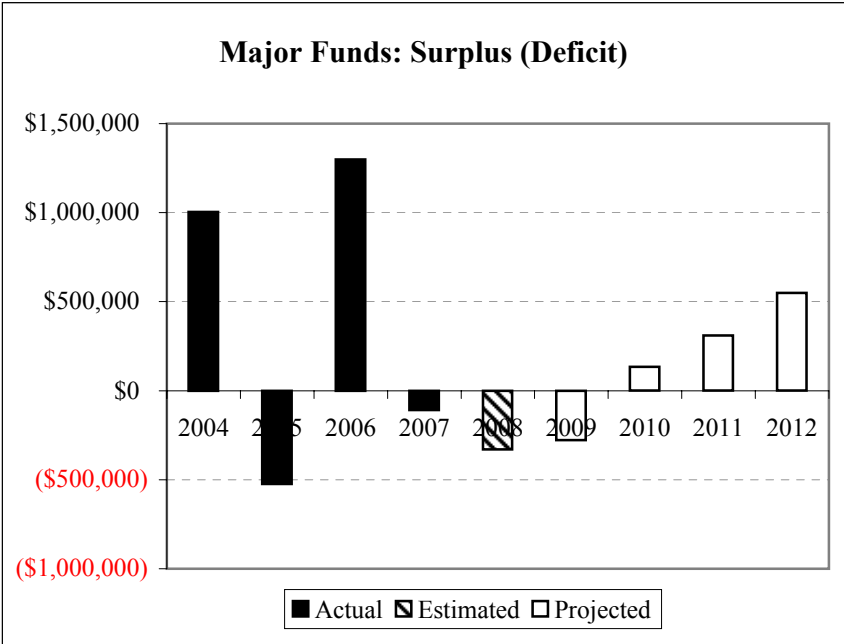
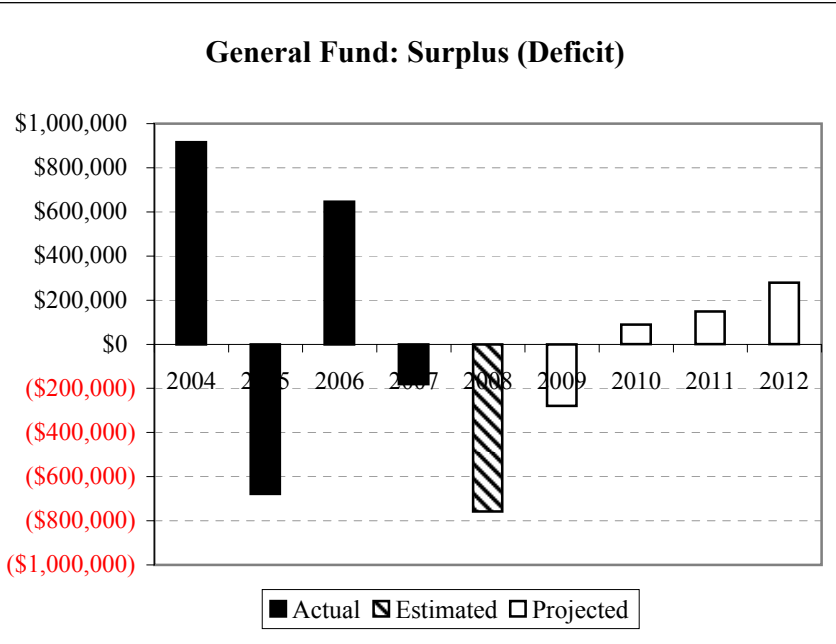
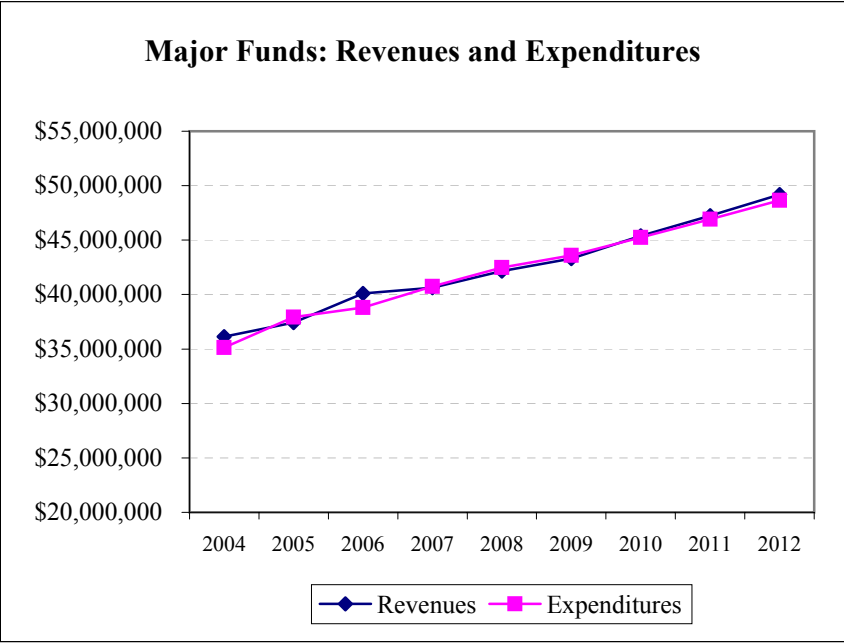
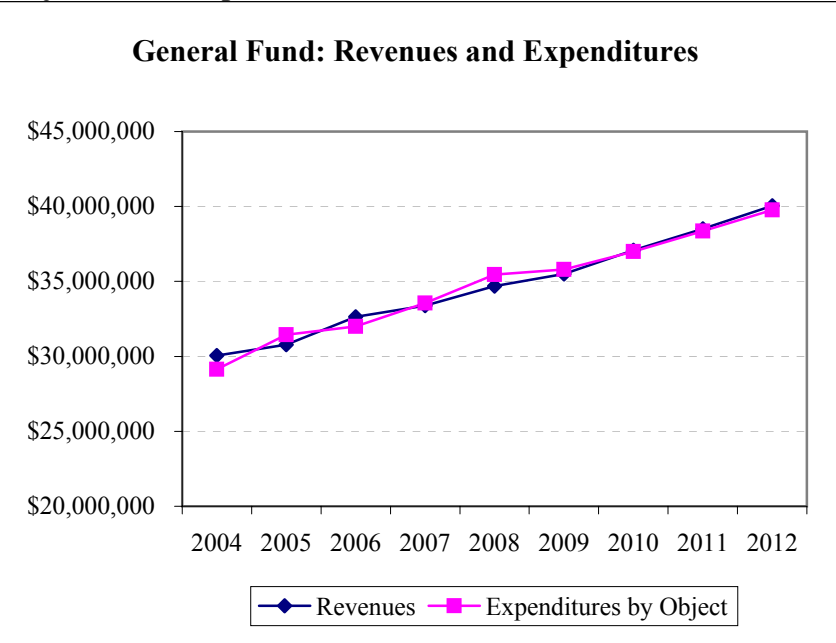
Name	Assessment		Tax Assessment Roll					2008	Tax Dollar Impact ¹		2011	2012
			2007	2008	2009	2010	2011	2012	2009	2010		
AVR	150,000,000	Homestead		0	0	0	150,000,000	150,000,000				975,878
	5,200,000	Non-Homestead		0	0	0	5,200,000	5,200,000				77,533
Walgreen's	3,000,000	Non-Homestead		0	0	3,000,000	3,000,000	3,000,000			42,601	
CVS	3,000,000	Non-Homestead		0	0	0	3,000,000	3,000,000				44,731
Falatyn Subdivision	2,100,000	Homestead		0	0	0	2,100,000	2,100,000				13,662
Lloyd Park Commons	2,608,200	Non-Homestead		0	0	2,608,200	2,608,200	2,608,200			37,037	
Kingston/Benedictine Hospitals	2,575,000	Non-Homestead		0	850,000	2,575,000	2,575,000	2,575,000		11,495	24,495	
Washington Avenue Medical Pavilion	3,100,000	Non-Homestead	3,100,000		3,100,000	3,100,000	3,100,000	3,100,000	39,928			
Quickchek	1,796,000	Non-Homestead		0	1,796,000	1,796,000	1,796,000	1,796,000		24,289		
Armor Dynamics	400,000	Non-Homestead		0	400,000	400,000	400,000	400,000		5,410		
Armor Dynamics Phase II	1,750,000	Non-Homestead		0	0	0	0	1,750,000				
Kirkland Hotel	1,200,000	Non-Homestead		0	1,200,000	1,200,000	1,200,000	1,200,000		16,229		
Kingston Oaks Estates	445,000	Non-Homestead		0	445,000	445,000	445,000	445,000		4,900		
Smith Ave. - DEP Building	3,842,700	Non-Homestead		3,200,000	3,842,700	3,842,700	3,842,700	3,842,700		8,278		
Wilbur Ave. Senior Housing	3,300,000	Non-Homestead		3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	42,504			
Barmann	825,000	Homestead		<u>825,000</u>	<u>825,000</u>	<u>825,000</u>	<u>825,000</u>	<u>825,000</u>	4,440			
TOTALS												
HOMESTEAD			<u>0</u>	<u>825,000</u>	<u>825,000</u>	<u>825,000</u>	<u>152,925,000</u>	<u>152,925,000</u>	<u>0</u>	<u>4,440</u>	<u>0</u>	<u>989,540</u>
NON-HOMESTEAD			<u>0</u>	<u>9,600,000</u>	<u>14,933,700</u>	<u>22,266,900</u>	<u>30,466,900</u>	<u>32,216,900</u>	<u>0</u>	<u>82,432</u>	<u>70,601</u>	<u>122,264</u>
			<u>\$0</u>	<u>\$10,425,000</u>	<u>\$15,758,700</u>	<u>\$23,091,900</u>	<u>\$183,391,900</u>	<u>\$185,141,900</u>	<u>\$0</u>	<u>\$86,872</u>	<u>\$70,601</u>	<u>\$1,111,804</u>

¹ Tax Dollar Impact is included one year after property first appears on Tax Assessment Roll. Dollar impact is calculated using FY 2009 as a base year. FY 09 rates are Hmstd - \$5.62/\$1,000 and Non-Hmstd. \$12.88/\$1,000. Subsequent years increase are calculated based on percent increases from "Real Property Tax Worksheet".

City of Kingston
Four Year Financial Plan 2009-2012
Balance and Levy Graphs



City of Kingston
Four Year Financial Performance Report 2009-2012
Major Fund Graphs



**CITY OF KINGSTON
FISCAL IMPROVEMENT PLAN NARRATIVE – FY 2009**

GENERAL FUND:

In the upcoming fiscal year January 1, 2009 through December 31, 2009, the City of Kingston has several broad goals to further improve fiscal balance:

1. Reduce sanitation costs by maintaining a city-wide program to encourage recycling.
2. Invest in new technology to improve operating efficiencies.
3. Expand property tax base, increasing the number of properties currently on its tax rolls by encouraging new business development and facilitating the application processes.

Goal 1: Reduce sanitation costs.

Local Action 1:

1. **The City expects further reductions in annual tipping fees through its enhanced program to encourage recycling.** Over the past number of years tipping fee costs have been significant. The full-time hire in FY 2008 will continue to build awareness about recycling to reduce tonnage to its landfill, apply for additional grant monies for such environmental issues and explore other programs to encourage recycling.

Performance Measures: The annual salary for the new hire in FY 2009 is \$32,883. The City will continue to receive \$8,000 for its educational programs. It expects to receive an additional grant in FY 2009 from the NYS DEC Municipal Waste Reduction Program, providing the City with \$11,532 annually for fiscal years 2009, 2010 and 2011.

The City is not charged a tipping fee for recycled waste. In FY 2008 it recycled approximately 15.5% of its garbage and believes it can achieve an increase of 15% over the next several years, as a 30% recycled volume is considered an industry norm. It expects annual increases in recycling to average 2% to 4%. The City's FY 2008 tipping fee was \$701,000. It projects its FY 2009 tipping fee to be approximately \$685,000, thus an additional savings in the area of \$15,500 to \$31,000 is expected.

Goal 2: Invest in new technology to improve operating efficiencies.

Local Action 1:

1. **The City of Kingston Police Department will be acquiring new GPS capability through the acquisition of new software.** The system will provide the department with an auto vehicle locator which assists with patrol car deployment. It is anticipated that the system will also contribute to officer safety and provide an administrative benefit.

Performance Measures: The City expects administrative operating efficiencies and officer safety benefits from its enhanced GPS capability, since patrol car activity can now be monitored from a central location and not from field observation. The City estimates 3hrs/day or 1,095 hrs/yr to avail administrative staff for other activities. The system also provides the department with the potential for decreasing its fuel usage and mileage traveled by officers. The City estimates a 10% savings in fuel consumption which based on its FY 2009 fuel budget of \$120,000, may result in \$12,000 annual savings.

Goal 3: Expand Property Tax Base.

Local Action 1:

1. **The City continues to expand its property tax base by encouraging economic development and facilitating the application process for Real Estate Developers .**
The City's economic development department attends forums to market to new prospects and maintains a tracking system to assure and monitor progress through the approval process. As a result the City expects to benefit from several new additions to its tax roll.

Performance Measures: The following properties are expected to be added to the City's property tax roll this current fiscal year: (1) Kingston/Benedictine Hospital - \$850,000 new assessed value, \$11,495 additional FY 2010 tax dollars, (2) Quickcheck- \$1,796,000 new assessed value, \$24,289 additional FY 2010 tax dollars, (3) Armor Dynamics - \$400,000 new assessed value, \$5,410 additional FY 2010 tax dollars, and (4) Kirkland Hotel - \$1,200,000 new assessed value, \$16,229 additional FY 2010 tax dollars.

WATER FUND:

In the upcoming fiscal year January 1, 2009 through December 31, 2009, the City of Kingston has several broad goals to further improve fiscal balance:

1. Exploring opportunities to cut costs by cooperatively applying for grant funds for systems which are shared.

Goal 4: Explore opportunities to cut costs through shared services.

Local Action 1:

1. **Leverage grant opportunities through joint applications with other municipalities.**
The City, together with the Town of Ulster to whom the City sells water, will reapply for a grant to the Department of State for a shared SCADA system, as the grant dollars applied for last year were not received. The SCADA system will control and manage water flow from their water storage tanks.

Performance Measures: The installation of such a system will save the City \$30,300 annually in staff time, gasoline and service elimination. Water tank levels are currently monitored by staff field inspections. The installation of the SCADA system is expected to

save 3 man hours per day, 26 miles per day in travel expenses and the costs of leasing 3 voice lines and 2 data lines.

CITY OF KINGSTON
FISCAL ACCOUNTABILITY REPORT NARRATIVE – 2009

- **Renegotiated police contract to increase the amount an employee is required to directly contribute to their health insurance costs.** In an effort to mitigate expenditure growth due to rapidly growing healthcare insurance costs, the City of Kingston P.B.A. Union contract calls for individual plan enrollees to contribute \$750 and family plan enrollees to contribute \$1000 annually towards their healthcare costs. The City expected 16 single plan enrollees and 64 family plan enrollees to participate in its healthcare program. This was achieved. An overall total net savings of \$34,354 was achieved. No AIM dollars were utilized for this performance goal.
- **Renegotiated firefighter contract to increase the amount an employee is required to directly contribute to their health insurance costs.** In an effort to mitigate expenditure growth due to rapidly growing healthcare insurance costs and depending on the health care plan in which the firefighter is enrolled, the City of Kingston Professional Firefighters Association Local 461 contract calls for “Empire Plan” plan enrollees to contribute a minimum of \$1,000 annually and “MVP Plan” or “GHI Plan” enrollees to contribute a minimum of \$700 annually towards their healthcare costs. The City expected 2 MVP Plan (single), 12 MVP Plan (family), 13 Empire Plan (single), 39 Empire Plan (family), and 1 GHI Plan (family) to participate in its healthcare program. These projections were met. An overall net savings of \$25,512 was achieved. No AIM dollars were utilized for this performance goal.
- **Explore opportunities to cut costs through shared services by exchanging capital costs for labor costs with Ulster County.** The City is providing joint HAZMAT emergency response services with the County of Ulster. The County is paying for the acquisition of a new vehicle and the City is providing response personnel. The Cost to the City for the new vehicle is approximately \$325,000 of which the County has paid \$175,000 to the City. No AIM funds were used for this initiative, as the city borrowed the remaining \$150,000 to meet its financial obligation towards the purchase of the vehicle. Additional savings are expected from costs which have been/will be recovered from the user in the amount of \$15,000 per year. Ulster County will also be reimbursing the City \$15,000 per year through 2017 to offset City operating costs.
- **Explore opportunities to cut costs through shared services by leveraging grant opportunities through joint applications and investing in cost saving technologies.** The City invested \$4,000 dollars to fund a portion of engineering fees associated with the City of Kingston and Town of Ulster joint grant application for the design of a SCADA System. The SCADA System would automate the management and control of City water at remote reservoir locations. The grant was denied and the system will not be installed in FY 2008. Therefore the expected savings of 3 man hours per day, 26 miles per day in travel expenses and the costs of leasing 3 voice lines and 2 data lines totaling \$30,300 was not achieved. The City will be utilizing the engineering work in the resubmission of its grant application in FY 2009 and will utilize the engineering work if it moves forward with the project by funding the SCADA System from budgeted City funds.
- **Reduce water department operating expenses by exploring opportunities to provide services to surrounding communities.** The City sold additional water to the Town of Ulster, East Kingston Hamlet resulting in \$74,189 of new revenue.

- **Reduce sanitation costs by establishing a program to encourage recycling.** The City added a staff person at an annual salary of \$30,000 to give more focus to its recycling program and grant writing. At the time of hire, it had already received a grant of \$15,000 for the purposes of this new FTE position, therefore \$15,000 in AIM funds have been allocated for the remainder of the cost of this new FTE. The City received a grant in FY 2008 for the amount of \$8,000 per year to educate students in the City School District about recycling. This grant should be in affect for FY 2009 and FY 2010 as well. Recycling has increased 4.5% in the current fiscal year and waste reduction is down approximately 333 tons resulting in total dollar savings of 26,764.
- **Expand property tax base through economic development.** The following properties were expected to be added to the City's property tax roll: (1) Wilbur Avenue Senior Housing - \$1,276,100 new assessed value, \$41,147 additional tax dollars, (2) Barmann Property - \$245,500 new assessed value, \$3,060 additional tax dollars, (3) Smith Ave. – DEP Building – assessed value was being determined due to city-wide revaluation and (4) Kingston Oaks Estates – \$101,500 new assessed value, \$3,188 additional tax dollars. Of these properties: (1) Wilbur Ave. Senior Housing was added to the City's 2008 tax roll, providing an additional \$42,504 in FY 2009 tax dollars, (2) Barmann Property – was added to the City's 2008 tax roll, providing an additional \$4,440 in FY 2009 tax dollars, (3) Smith Ave. – new assessment was added to the City's tax roll in FY 2009, resulting in \$8,278 new tax dollars in FY 2010, and (4) Kingston Oaks Estates - was added to the City's tax roll in FY 2009, resulting in \$4,900 new tax dollars in FY 2010. Washington Avenue Medical Pavilion, not previously included in last year's FIP, was subsequently added to the FY 2008 tax roll with a new assessment of \$3,100,000, providing an additional \$39,928 in FY 2009 tax dollars.
- **Explore opportunities to cut costs through investing in new technologies.** The City's Police Department invested \$9,800 in Taser technology, by purchasing seven tasers. National Statistics published by "Taser International" indicates that such technologies not only reduces injuries to both patrolman and suspects, but reduces lawsuits and insurance claims. Although it is difficult to benchmark actual savings at this time, since there is no quantifiable dollar baseline, the City has saved approximately 44 to 66 man-hours since its taser purchase in September 2008. Patrolman are required to take a physical after a "baton" arrest, which requires two to three hours of paid off-duty time. Taser use precludes patrolman use of batons, thus negating the need for post arrest physicals. In FY 2008 the City had approximately 22 such arrests, thus achieving these time savings. The City used approximately \$9,800 AIM dollars for this purpose. (NOTE: This item was not included in last year's FIP.)